

HYDROGEN GROUP

Future Leader

POTENTIAL: PROFESSIONAL

Prepared for Pharma Co

CANDIDATE	Mark Smith
ROLE	General Manager
ASSESSMENT DATE	11 May 2026
BATTERY	Adapt-g + PVQ

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The Purpose of this Diagnostic

This dossier is designed as a forensic development tool, not a definitive grading system. Leadership transitions inherently bring new levels of ambiguity, complexity, and stress. This report maps the candidate's core cognitive and behavioural agility, providing a predictive compass for how they are likely to navigate the "first-time, tough, or different" challenges of their next environment.

The Scientific Architecture

The Agility Quotient is built upon globally validated psychometric instruments. It synthesises fluid intelligence and cognitive pacing (Adapt-g) with deep behavioural and motivational profiling (PVQ). The Leadership G-Factor is a weighted composite of four independent components: General Mental Ability (15%), Cognitive Agility (28%), Social Agility (28%), and Self Agility (29%). Research confirms that cognitive ability and learning agility are near-zero correlated (De Meuse, 2021; $r = .091$), meaning they capture genuinely different constructs and both contribute unique variance to the composite. All developmental insights are grounded in the De Meuse (2022) nine-facet Learning Agility framework.

The "Growth Edge" Philosophy

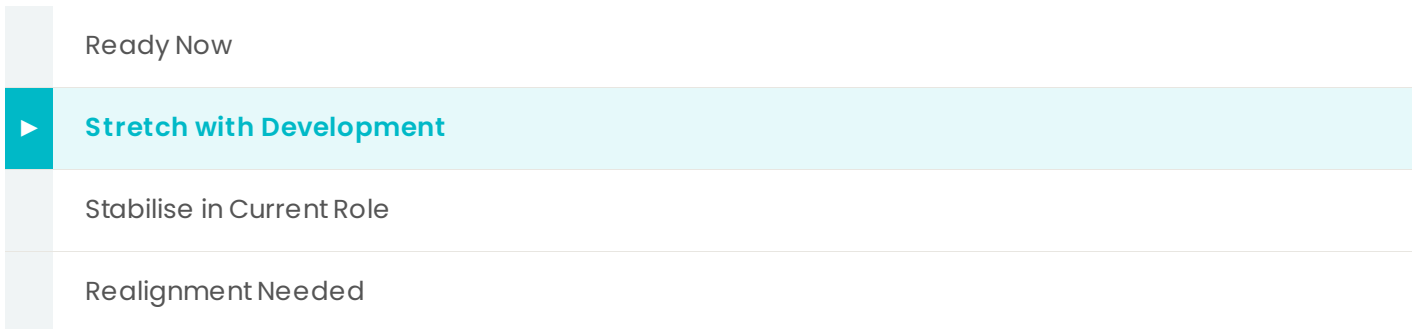
There is no "perfect" leadership profile. Strengths overused become derailers, and low scores in certain areas often indicate highly specialised alternative capabilities. We advise coaches, managers, and the candidates themselves to look for patterns across the data rather than fixating on isolated scores. The goal is to identify the candidate's unique "Strategic Anchors" (what they can rely on under pressure) and their "Growth Edges" (where they require targeted scaffolding to succeed).

Private & Confidential

Psychometric assessments provide a high-probability "snapshot" of potential and behaviour but do not constitute an absolute guarantee of future performance. As personality profiles are based on self-perception and cognitive performance can be influenced by environmental factors, these results should not be viewed in isolation. This diagnostic must be interpreted alongside corroborating evidence, including professional experience, performance appraisals, and the specific complexity requirements of the role in question. The authors and distributors of this report provide these insights as a decision-support tool and cannot be held liable for any direct or indirect consequences resulting from personnel or strategic decisions based on the information provided herein.

Overall Readiness

The readiness classification reflects how the G-Factor profile aligns with leadership transition demands. **Ready Now** indicates the agility profile supports immediate increased complexity. **Stretch with Development** indicates strong foundations needing targeted coaching. **Stabilise in Current Role** indicates effective current-level performance with 12–24 months development needed. **Realignment Needed** suggests the profile is not yet aligned with higher-complexity demands.



Overall Agility Read



The response style analysis indicates an elevated Social Desirability score (Sten 8), which may suggest that Mark Smith presented a somewhat more favourable self-image than is typical. This does not invalidate the profile, but it does mean that the personality dimensions, particularly those related to interpersonal warmth, conscientiousness, and emotional stability, should be interpreted as a possible upper-bound estimate. The derailer scores may also appear lower than they would under fully candid responding. It is recommended that the personality findings be corroborated through structured interview or 360-degree feedback.

Mark Smith's overall learning agility sits in the Moderate band. This is a profile with genuine foundations to build upon. The raw material appears to be there, the question is less about whether Mark Smith can develop further and more about which specific investments will produce the greatest return.

AQ PROFILE **The Explorer** Motivation-Led · Application-Building

Motivation leads, capability follows closely, and consistent application is the active development front. The appetite and the thinking are in place; the gains come from landing more of what is started.

The full profile read and development pathway follow on the Integrated Agility Profile page.

Integrated Agility Profile

The Executive Brief presented a summary verdict. This page shows the complete evidence behind it: nine agility facets arranged by domain, each scored on a 1–10 scale. Cells marked **Adapt-g + PVQ** reflect blended scores where the Adapt-g provides a direct cognitive measure of the facet construct. The remaining cells are pure PVQ behavioural scores.

	ABILITY	MOTIVATION	APPLICATION
SELF (Identity)	Self-Awareness 7.0 SUPPORTIVE	Intellectual Curiosity 7.5 ENHANCING	Resilience & Composure 7.2 SUPPORTIVE
SOCIAL (People)	Social Astuteness 6.9 SUPPORTIVE	Open-Mindedness 7.0 SUPPORTIVE	People Agility 5.7 NEUTRAL
COGNITIVE (Thinking)	Mental Agility 6.0 NEUTRAL <small>Adapt-g + PVQ</small>	Change Agility 6.7 SUPPORTIVE <small>Adapt-g + PVQ</small>	Results Agility 3.7 CONSTRAINING

SELF AVERAGE 7.2	SOCIAL AVERAGE 6.5	COGNITIVE AVERAGE 5.5
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AQ PROFILE **The Explorer** Motivation-Led · Application-Building

The profile is led by a strong inner foundation, anchored above all in genuine composure under load, with the most productive development front sitting in the cognitive engine, where the push toward results, rather than the thinking itself, is what trails. On the readiness axis, motivation leads, capability follows, and application is the quieter signal, the shape of someone whose intent tends to run ahead of consistent delivery.

DEVELOPMENT PATHWAY Coaching focus: convert intent into consistent delivery. Structured commitments, visible milestones, and deliberate finish-line discipline tend to give the fastest gains.

The following observations integrate the agility profile, derailers patterns, and cognitive read into a single synthesis. Each block highlights a pattern worth carrying into the development or selection conversation.

The overall agility read is encouraging, but Abstract Reasoning (Stanine 4) suggests that personality and motivational dimensions are doing more of the heavy lifting than the cognitive dimension. For succession planning, this means that Mark Smith can be effective at the current level of complexity, but any significant increase in strategic abstraction should be approached with caution. The role design should ensure that cognitive demands are well-matched and that adequate analytical support is available.

Cognitive (Thinking)

Domain Average: 5.5/10

Where the underlying personality scales reveal a clear driver or constraint, an *italicised insight* identifies what is shaping the score. These are suppressed for facets in the Neutral range (5.0 to 6.4) where no single scale dominates.

Mental Agility 6.0/10 Neutral

Ability - The Capacity

THE INSIGHT

The Mental Agility profile (6.0/10) suggests a solid foundation of adaptive thinking. Mark Smith is likely to be effective at connecting ideas and working through problems, particularly when the subject matter is at least partly familiar.

This appears primarily driven by strong abstract reasoning capacity, a natural facility for conceptual thinking and pattern recognition.

THE COACHING EDGE

Abstract Reasoning at Stanine 4 indicates that the underlying cognitive flexibility is there. With the right kind of stretch assignments, there is every reason to expect this capacity to develop further.

THE INTUITIVE ANALYST

Strong cognitive capacity paired with a preference for intuitive over analytical judgement. May arrive at correct conclusions through non-linear routes but struggle to show their working.

Change Agility 6.7/10 Supportive

Motivation - The Willingness

THE INSIGHT

Change Agility is a genuine strength in this profile (6.7/10).

This appears primarily driven by enthusiasm and energy for novel experiences, rather than a considered orientation toward change.

THE COACHING EDGE

Mark Smith appears to have a healthy relationship with novelty and disruption, genuinely willing to step into unfamiliar territory. This quality becomes increasingly valuable at higher levels of leadership.

Results Agility 3.7/10 Constraining

Application - The Adaptability

THE INSIGHT

The Results Agility profile (3.7/10) suggests that Mark Smith's drive to deliver may be more strongly activated in structured environments. The encouraging aspect is that the foundation exists, the development work is about extending that capability into less defined territory.

This appears primarily anchored by an expedient approach to rules and procedures, which may affect consistency of delivery.

Social (People)

Domain Average: 6.5/10

Where the underlying personality scales reveal a clear driver or constraint, an *italicised insight* identifies what is shaping the score. These are suppressed for facets in the Neutral range (5.0 to 6.4) where no single scale dominates.

Social Astuteness 6.9/10 Supportive

Ability - The Capacity

THE INSIGHT

Social Astuteness is a genuine strength (6.9/10).

This appears primarily driven by persuasive ability, a confidence in bringing others around to a point of view.

THE COACHING EDGE

Mark Smith appears to have a well-developed ability to read the dynamics of a room. The development frontier at this level is about using this awareness more strategically, not just reading the room but shaping it.

Open-Mindedness 7.0/10 Supportive

Motivation - The Willingness

THE INSIGHT

Open-Mindedness is a positive feature of this profile (7.0/10).

This appears primarily driven by a trusting disposition, a readiness to give others the benefit of the doubt and accept input at face value.

THE COACHING EDGE

Mark Smith appears to engage genuinely with diverse perspectives. The next step might be actively seeking out the most challenging perspectives, the ones that create genuine intellectual discomfort.

THE DETACHED BELIEVER

Trusts others' intentions but does not engage emotionally with their experience. May accept input without truly understanding the perspective behind it.

People Agility 5.7/10 Neutral

Application - The Adaptability

THE INSIGHT

Mark Smith's interpersonal effectiveness (5.7/10) is solid within familiar social contexts. With focused coaching on perspective-taking and political awareness, this is an area with considerable growth potential.

Self (Identity)

Domain Average: 7.2/10

Where the underlying personality scales reveal a clear driver or constraint, an *italicised insight* identifies what is shaping the score. These are suppressed for facets in the Neutral range (5.0 to 6.4) where no single scale dominates.

Self-Awareness 7.0/10 Supportive

Ability - The Capacity

THE INSIGHT

Self-Awareness is a positive feature (7.0/10).

This appears primarily supported by inner composure, a regulated internal state that creates space for introspection.

THE COACHING EDGE

Mark Smith appears to have a well-grounded understanding of their capabilities. The next step is ensuring this self-awareness remains dynamic as the environment changes.

Intellectual Curiosity 7.5/10 Enhancing

Motivation - The Willingness

THE INSIGHT

One of the most appealing qualities in this profile is Mark Smith's intellectual curiosity (7.5/10).

This appears partly supported by a strong intrinsic value placed on exploration and aesthetic experience, adding motivational depth to intellectual curiosity.

THE COACHING EDGE

People with this profile tend to be independent learners who resist premature closure on complex issues. This quality acts as a multiplier for every other dimension of agility.

Resilience & Composure 7.2/10 Supportive

Application - The Adaptability

THE INSIGHT

Resilience is a genuine strength (7.2/10).

This appears primarily driven by recovery capacity, an ability to bounce back from setbacks quickly and re-engage with the task at hand.

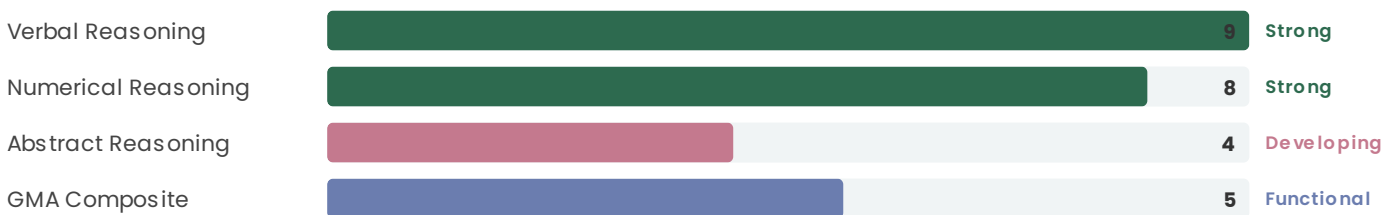
THE COACHING EDGE

Mark Smith has a well-developed capacity for maintaining composure when the pressure is on. The consideration at this level is sustainability over the very long term.

PART I - COGNITIVE PROFILE

The dashboard identified where Mark Smith's agility profile is strongest and where it is most constrained. This section examines the cognitive foundation underneath those scores - answering the question: *does this person have the raw mental horsepower the next role demands?* The Adapt-g is a computer-adaptive measure of General Mental Ability that adjusts item difficulty in real time, producing a precise estimate of cognitive capacity relative to a professional and managerial norm group.

The Adapt-g assessment measures General Mental Ability (GMA) through three subtests: Verbal Reasoning (crystallised intelligence), Numerical Reasoning (quantitative logic), and Abstract Reasoning (fluid intelligence). Scores are reported on a stanine scale (1-9), where 5 represents the population average and 7+ indicates above-average capacity. GMA and learning agility measure fundamentally different constructs. De Meuse's (2021) meta-analysis of over 60,000 participants found a near-zero correlation ($r = .091$) between the two, meaning they contribute independent variance to the Leadership G-Factor. GMA captures the capacity to process complexity; learning agility captures how a person adapts behaviour when facing novel challenges. Within the G-Factor algorithm, GMA carries a 15% weighting - reflecting its role as an independent cognitive input alongside the three agility domains (Cognitive 28%, Social 28%, Self 29%). The scores below represent where Mark Smith sits relative to a professional and managerial norm group.



COGNITIVE PROFILE

Mark Smith's cognitive profile is Verbal-led, meaning language-based thinking is the most preferred mode. Roles leveraging communication, negotiation, and accumulated expertise are natural territory and likely to feel energising.

Mark Smith's General Mental Ability composite (Stanine 5, 49th percentile) sits at the Applied level, suggesting a preference for problems that draw on familiar territory and well-defined frames. Mark Smith is likely to work effectively across a wide range of professional roles, with deeper engagement when the problem can be approached through known patterns. Cognitive preference is only one contributor to leadership effectiveness.

PART II - BEHAVIOURAL PROFILE

Cognitive capacity tells us what Mark Smith *can* do. This section examines what Mark Smith *actually* does - the leadership styles, interpersonal preferences, values, and risk patterns that shape how this person leads, influences, and operates under pressure.

Leadership Style: **Delegative** / Participative

Mark Smith's primary leadership style is Delegative. This suggests someone who leads by setting the direction and then stepping back, trusting people to find their own way to the destination. In practice, this tends to create high levels of ownership and initiative among team members, particularly those who are experienced and self-motivated. This style is most effective with mature, capable teams who do not need close supervision. The consideration is that less experienced team members may sometimes feel under-supported, and in situations requiring rapid, coordinated action, the lack of direct oversight may slow decision-making. The balance between trusting and guiding is the key calibration point.

The secondary Participative tendency adds a collaborative dimension, suggesting that Mark Smith values input from others and will create opportunities for team involvement when circumstances allow.

Subordinate Style: **Collaborative** / Informative

An insight for Mark Smith's manager: the subordinate style is Collaborative, suggesting someone who works best when leadership feels like a partnership rather than a hierarchy. Mark Smith is likely to be most engaged and productive when they feel their input genuinely shapes decisions, and when the relationship with their manager is characterised by open dialogue and mutual respect. The most effective management approach is regular two-way conversation, shared problem-solving, and transparency about the reasoning behind decisions.

The secondary Informative tendency means that Mark Smith appreciates being kept in the loop, understanding the broader context behind decisions helps them commit more fully.

Influencing Style: **Culture Breaker** / **Business Winner**

Mark Smith's influencing style is that of a Culture Breaker, someone who gains influence precisely by challenging established norms, questioning assumptions, and pushing the organisation to think differently. This is the person who says what others are thinking but would not dare to voice. In environments undergoing transformation, this quality can be enormously valuable. The consideration is that persistent norm-challenging can also create friction, and the most effective Culture Breakers learn to calibrate their disruption, knowing which battles to fight and which to let pass.

The secondary Business Winner tendency adds an additional dimension to Mark Smith's influencing repertoire, suggesting that in certain contexts, particularly when the primary approach encounters resistance; this alternative mode of persuasion becomes available as a natural fallback.

Team Role: **Resource-Investigator**

In team settings, Mark Smith is most likely to adopt the Resource-Investigator role; the person who looks outward, builds connections beyond the immediate team, and brings back ideas, contacts, and opportunities from the wider environment. This is the team's antenna, always scanning for what is happening elsewhere, who might be useful to know, and what the competition is doing. Colleagues tend to value the Resource-Investigator for their energy and their network. The consideration is that initial enthusiasm for new ideas may not always be matched by sustained follow-through on the detail.

Grit

7.0 /10

SUPPORTIVE

Perseverance and passion for long-term goals.
Derived from Long-term Orientation, Energy & Drive, and Resilience (Duckworth et al., 2007).

Emotional Intelligence

7.0 /10

SUPPORTIVE

Capacity to perceive, understand, manage, and use emotions effectively in interpersonal contexts.
Composite derived from emotional and social scales.

Leadership style tells us how Mark Smith operates. Values tell us *why* – the internal motivational drivers that determine which environments feel energising, which feel draining, and where the deepest sources of friction with organisational culture are likely to emerge.

Work Values

Mark Smith's top three work values, Aesthetics, Affiliation, and Altruism, together form a motivational fingerprint that shapes where engagement and commitment are strongest. Understanding this combination is particularly valuable for retention: these are the conditions under which Mark Smith will invest discretionary effort, feel genuinely satisfied, and stay committed through difficult periods. When work aligns with these core values, performance tends to be self-sustaining. When it conflicts with them, even a capable and willing professional may gradually disengage. It is worth discussing with Mark Smith how well the current role, and any prospective future role, aligns with this value structure.

Work Culture Preferences

Based on the personality profile, the following environmental conditions are most likely to support engagement and sustained performance.

THRIVES IN

Working under pressure

Working under constantly changing conditions

Addressing the public and giving presentations

MAY FIND CHALLENGING

Working in a competitive environment

Financial rewards and incentives

Maintaining high standards

DERAILMENT RISK

The preceding pages mapped how Mark Smith leads and what drives that behaviour. This page examines the other side of the coin: which personality tendencies are manageable under normal conditions but may intensify during transitions, increased pressure, or reduced oversight? The following profile maps which tendencies are most likely to require active management.

ELEVATED RISK

Eccentric

8

Mod-High

Original, idea-rich thinking turned up too high. Under sustained pressure, attention may scatter across new ideas faster than others can follow, and details can slip.

WITHIN NORMAL RANGE

Undisciplined	6	Moderate
Confrontational	5	Moderate
Arrogant	5	Moderate

LOW RISK

Detached	4	Mod-Low
Volatile	3	Mod-Low
Manipulative	3	Mod-Low
Avoidant	3	Mod-Low
Suspicious	2	Low
Moody	2	Low
Appeasing	1	Low
Rigid	1	Low

■ 1-4 Low / Mod-Low ■ 5-6 Moderate ■ 7-8 Mod-High ■ 9-10 High Risk

The derailer profile shows 1 scale(s) in the elevated range: Eccentric. These patterns are worth noting and discussing in a coaching context, but the overall profile does not suggest a high risk of behavioural derailment. With awareness and targeted strategies for managing these specific tendencies under pressure, Mark Smith is well-positioned to navigate role transitions without significant interpersonal disruption.

The Eccentric scale (8.0/10) is in the Moderate-High range, suggesting that under pressure or in unstructured environments, Mark Smith may occasionally lose focus on practical execution. This pattern often appears in highly creative or abstract thinkers, the mind gravitates toward ideas and possibilities rather than the sequential detail of implementation. In a well-structured role with strong operational support, this is unlikely to cause problems. However, in roles that demand both strategic vision and disciplined follow-through, it may be worth building in accountability mechanisms that keep execution on track without stifling the creative thinking that is often the other side of this coin.

PART III - DEVELOPMENT PATHWAY

The preceding sections established what the data reveals - cognitive capacity and behavioural profile. This final section shifts from diagnosis to prescription: given this profile, what are the highest-return development investments, and how should the transition be managed to maximise the probability of success?

Priority Growth Areas

Based on the areas where Mark Smith's profile suggests the greatest development opportunity, the following are offered as a structured starting point for a coaching conversation. These recommendations are sequenced: start with Priority 1, which typically provides the foundation for the others. Each includes a specific development action, a coaching question designed to open the conversation, and a 90-day milestone for measuring progress.

01 Results Agility

3.7/10

Take on a stretch assignment where the success criteria are deliberately left somewhat open. The learning goal is to practise sustaining drive and momentum when the roadmap is unclear. Schedule fortnightly check-ins focused on process rather than outcomes: "What did you do this week when you didn't know what to do next?"

COACHING QUESTION

"How do you keep yourself moving forward when you genuinely do not know whether you are on the right track?"

90-DAY MILESTONE

Deliver one meaningful outcome in an unfamiliar domain within 90 days.

Participate in a stakeholder influence workshop. Follow with a structured exercise: for the three most important stakeholder relationships, prepare a one-page profile covering their priorities, preferred communication style, and what success looks like from their perspective. Review these with a coach.

COACHING QUESTION

“Whose perspective in this organisation do you find most difficult to understand? What would it take to genuinely see things from their point of view?”

90-DAY MILESTONE

Complete stakeholder profiles for three key relationships and have at least one relationship-building conversation with each within 90 days.

Begin mapping the informal influence networks in the organisation: who shapes opinions, how decisions actually get made behind the formal processes, and where the unwritten rules operate. Observing a skilled political navigator in action can accelerate this learning significantly. The coaching should include regular post-meeting debriefs: “What did you notice about the dynamics in that room?”

COACHING QUESTION

“Who in this organisation has the most informal influence, and how do they use it?”

90-DAY MILESTONE

Produce a stakeholder influence map for a key initiative and conduct three deliberate post-meeting observation debriefs within 90 days.

These three development areas should be sequenced rather than addressed simultaneously. Start with the first priority, which typically provides the diagnostic foundation (often a 360 process) that informs everything else. Run the second priority in parallel once the first is underway. Begin the third priority in month two, once the coaching relationship is established. The overall development arc should be formally reviewed at the 90-day mark and recalibrated based on progress.

Integration & Coaching Priorities

The following three priorities are designed for Mark Smith's direct manager. They translate the assessment findings into specific, actionable coaching rules for the first 90 days of the transition.

COACHING THE EXPLORER PROFILE

Run the first 90 days as a delivery experiment. The energy and the thinking need little stimulation; what this profile needs from a manager is execution scaffolding: a small number of well-defined commitments, visible milestones, and a check-in rhythm tight enough to catch a stall early. Recognise finished work over new ideas, and the profile tends to recalibrate quickly.

01 Lead as a Partner

Mark Smith is most engaged when leadership feels like a partnership. Include them in decision-making. Explain reasoning behind choices. Create space for genuine two-way dialogue.

02 Build Execution Bridges

Pair strategic initiatives with an operationally strong partner. Build milestone checkpoints that create accountability without stifling creativity.

03 Create Structured Ambiguity

Assign one task per month with undefined success criteria. Debrief weekly on process: 'What did you do when you did not know what to do?'

Note for the manager: These recommendations are based on psychometric data and should be validated against direct experience. Development is most effective when it is co-owned between the individual, their manager, and a coach.